



360 HR Diagnostics Report

<Company Name>

<Date (when the report was generated)>

How to read this report

The Diagnosis exercise is aimed to assess and interpret of the strength and improvement areas of the People (HR) function of the Company, through the lenses of the participating stakeholder groups, and to provide actionable guidance where to focus improvement efforts to enhance the performance of the entire People (HR) function.

The report was generated based on the surveys taken by business leaders, employees and the HR Team of the participating Company, interviews with the same groups and the audit of the HR documents – policies, procedures – of the Company.

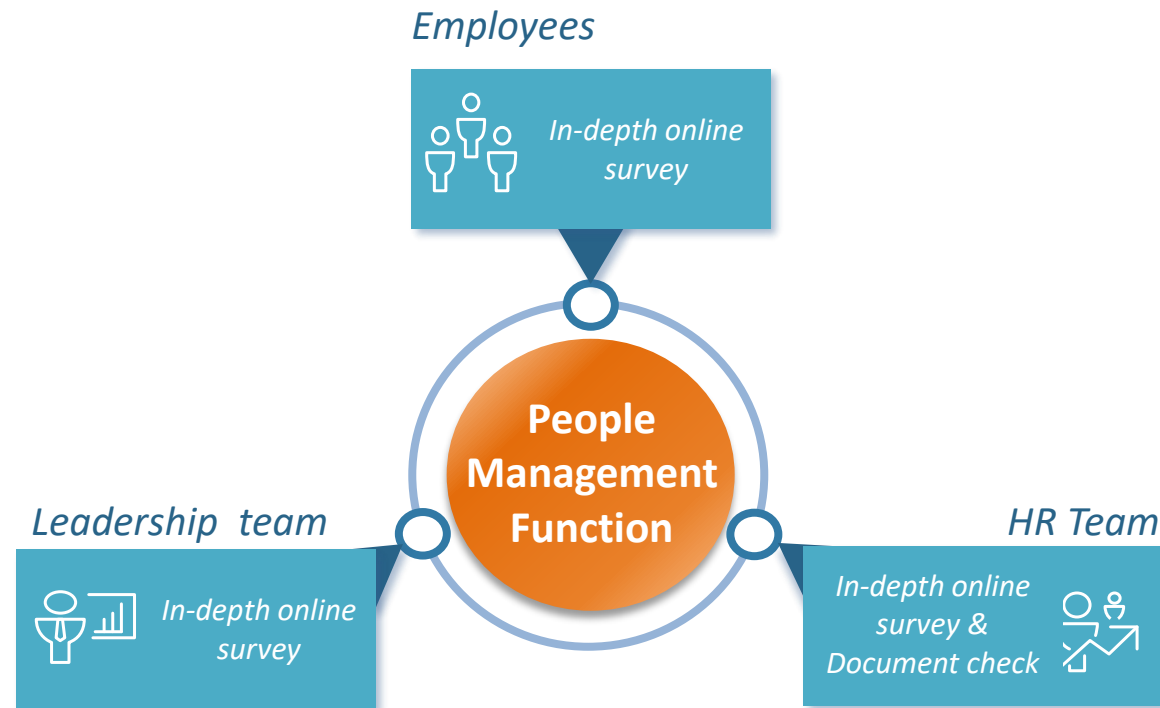
Though all group's views are taken into consideration and reflected in this report, the view of business leaders – as key accounts of the People (HR) function – is taken as a priority to define the focus of improvement actions.

The people management framework – shown on the next page – provides the backbone of the report. The data collection, the findings and the recommendations are all defined and interpreted within this framework.

The action plan for improvement is auto-generated based on the weakest functions and practices identified based on the process. Some of the actions may be already implemented at the Company, in this case the HR team needs to focus on the next action in the action chain.

The Diagnosis exercise does not include the assessment and evaluation of the Company culture, Leadership culture, Company and People (HR) strategies.

Methodology – a 360-degree view



Key elements of methodology

- Aims to collect inputs from the service receivers – business Leaders, Employees – and the service providers – HR Leadership and HR Team
- Online surveys give the backbone of data collection
- For validation, interviews, focus group and document checks were conducted

People management framework*



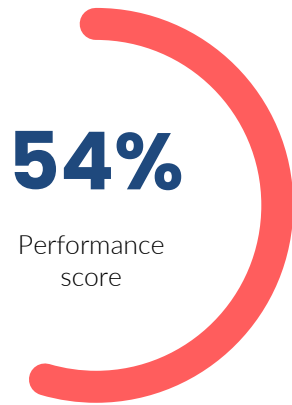
<i>Functions</i>								
	Talent Acquisition	Career & Succession Planning	Talent Development	Compensation Benefits	Performance Management	Employee relations & Engagement	HR System	Enabling Business
<i>Practices</i>	Candidate sourcing	Internal Talent identification	Continuous Learning Culture	Job Roles	Appraisal process	Employee feedback	HRIS Self-service	Data driven HR
	Employer brand	Succession Planning	Competency Management	Job Grading	Pay for Performance	Employee experience	HR Digitalization	HR Availability
	Assessment & Selection	Career Planning	Personal Development	Salary Structure	On-spot recognition	Employee well-being	HR system functionalities	Business Partnership
	Onboarding	Internal Mobility	Leadership Development	Compensation Competitiveness	Process transparency	Policies & Procedures	Data analytics	Customer Focus
	Workforce planning			Flexibility & fit for purpose	Ongoing Feedback	Grievance Process		Change Agent
								Continuous Improvement

*Definitions are listed in the Appendix

Dashboard



Overall Performance *based on responses of all participants*



Overall performance of HR
functionality,

Key improvement areas *Based on Leaders view*



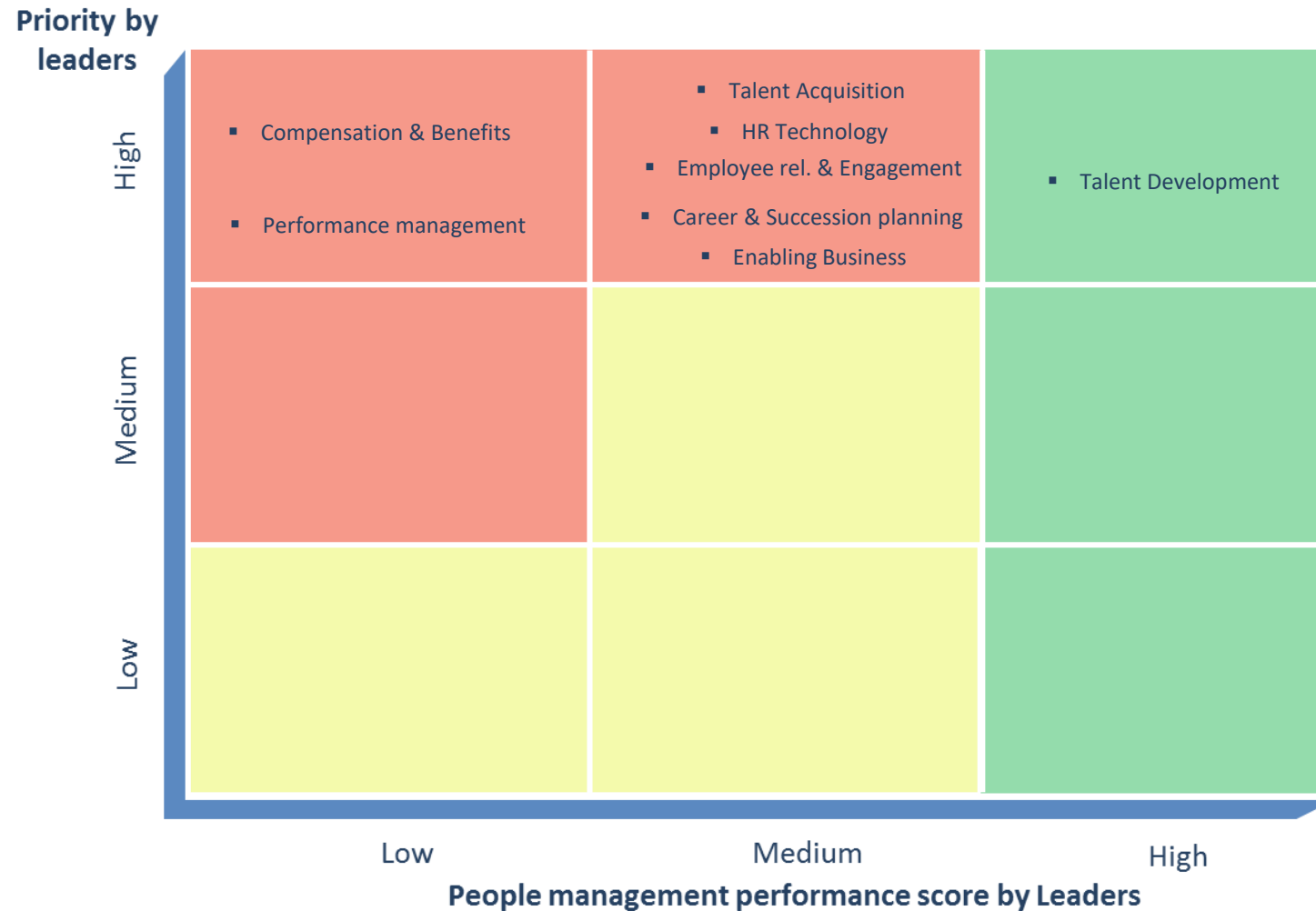
Strength Areas *Based on Leaders view*



Legend: Low <=60% – Medium: >60% to 80% – High: >80%

High level heat map – Leadership view

Priorities vs Performance in key People management functions



Legend

Low: <=60%

Medium: >60% to 80%

High: >80%

Most crucial improvement areas *within* each function – Leadership View

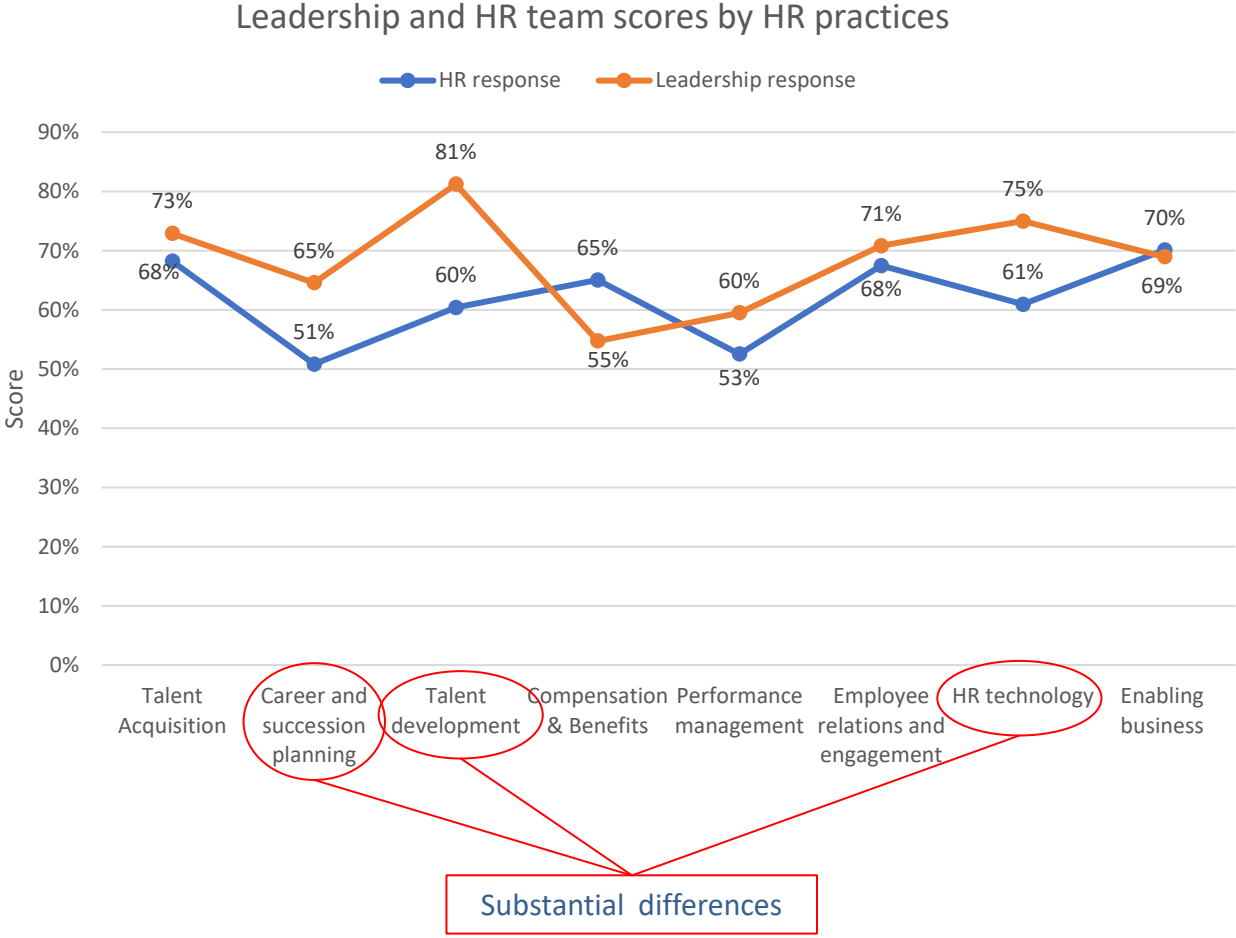


Key functions								
	Talent Acquisition	Career & Succession Planning	Talent Development	Compensation Benefits	Performance Management	Employee relations & Engagement	HR System	Enabling Business
Practices	Candidate sourcing	Talent identification	Continuous Learning Culture	Job Roles	Appraisal process	Employee feedback	HRIS Self-service	Data driven HR
	Employer brand	Succession Planning	Competency Management	Job Grading	Pay for Performance	Employee experience	HR Digitalization	HR Availability
	Assessment & Selection	Career Planning	Personal Development	Salary Structure	On-spot recognition	Employee well-being	HR system functionalities	Business Partnership
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■ Primary improvement area
 ■ Secondary improvement area
 ■ Non- improvement area

Trend similarities and differences by key People functions

Comparison of Leadership and HR team responses



Consolidated findings by function

Functions	Compensation & Benefits	Performance Management	Career & Succession Planning	Enabling Business
Improvement need	Critical to improve	Critical to improve	Critical to improve	Need to improve
Performance rating by Leaders, Employees and HR Team	Low (55%)	Low (60%)	Mid (65%)	Mid (69%)
	Mid (62%)	Mid (70%)	Mid (71%)	N/A
	Mid (65%)	Low (53%)	Low (51%)	Mid (70%)
Priority*	High	High	High	High
Key improvement areas by practices	<ul style="list-style-type: none"> Flexibility & fit for purpose Compensation competitiveness Salary structure 	<ul style="list-style-type: none"> Appraisal process Pay for performance Transparency On-spot recognition 	<ul style="list-style-type: none"> Succession Planning Workforce Planning Career Planning Talent identification 	<ul style="list-style-type: none"> Data Driven HR Customer Focus Change agent

Legend: Leadership >

Employees >

HR Team >

Consolidated findings by function II.

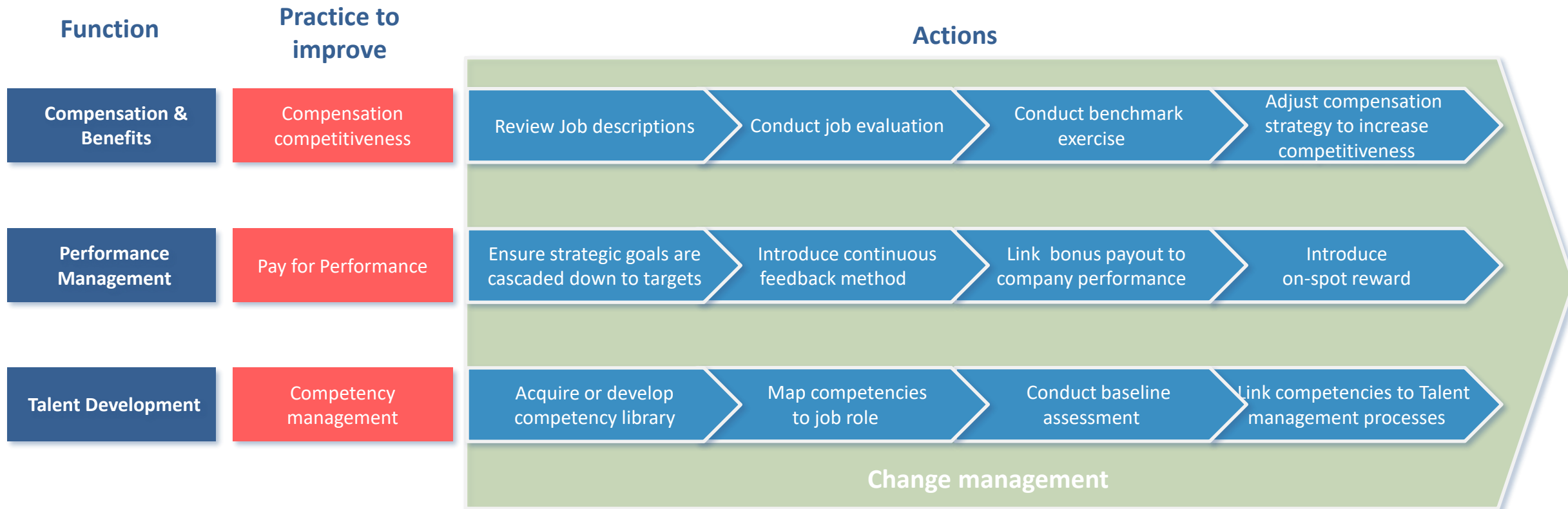
Functions	Employee Relations & Engagement	Talent Acquisition	HR Technology	Talent Development
Improvement need	Need to improve	Need to improve	Need to improve	Need to improve
Performance rating by Leaders, Employees and HR Team	Mid (71%)	Mid (73%)	Mid (75%)	High (81%)
	Mid (62%)	N/A	Mid (74%)	Mid (70%)
	Mid (68%)	Mid (68%)	Mid (61%)	Low (60%)
Priority*	High	High	High	High
Key improvement areas by practices	<ul style="list-style-type: none"> Employee well being Employee experience Engagement survey 	<ul style="list-style-type: none"> On-boarding Employer brand 	<ul style="list-style-type: none"> Data Analytics HRIS Functionalities HR Digitalization 	<ul style="list-style-type: none"> Competency Management Leadership Development Personal Development

Legend: Leadership >

Employees >

HR Team >

Action plan based on results



Please note: if any of the suggested action was already concluded in your organization and the respective solution is already in place, conduct the next action in the action chain

Glossary

Business Partnership (Enabling Business): HR being partner with Business functions means to understand business objectives and challenges and the people aspect of those, providing strategy, tools and integrated solutions to deal with those challenges and fulfil the people agenda.

Candidate Sourcing (Talent Acquisition): The active search for potential candidates to fill current and future job vacancies.

Career Planning: Career planning is a process of systematically matching career goals and individual capabilities with opportunities.

Change Agent (Enabling Business): HR undertaking the task of initiating and managing change in an organization as a champion of change.

Compensation Competitiveness (Comp. & Ben.): The power of compensation and benefits offerings to attract potential employees to the company.

Compensation Flexibility & Fit for Purpose (Comp. & Ben.): The ability to respond with compensation solutions to the needs of specific employee groups with specific skillsets and experience in order to attract and retain them. The ability to adapt the compensation practices to the changes in the environment (job market, economic situation)

Competency Management (Talent Development): Identifying the skills, knowledge and behavior (competencies) that required to fulfill each unique job role in the organization and keep these up to date according to any change to the job role. Also, developing the skills, knowledge and behavior of an individual to increase the ability to perform in the job role.

Continuous Improvement (Enabling Business): The ongoing improvement of products, services or processes through incremental and breakthrough improvements. (source: asq.org)

Continuous Learning Culture (Talent Development): Values and practices that encourage individuals—and the organization as a whole—to continually increase knowledge, competence, performance, and innovation.

Glossary

Customer Focus (Enabling Business): An attitude and strategy to put the customer's need first and put effort to meet those needs and enhance customer experience.

Data Driven HR (Enabling Business): HR that relies on data, metrics and analytics to enhance performance and to allow leadership to make informed decisions on people matters.

Employee Experience (Employee Relations & Eng.): The perception and experience of the Employee along the hire to retire journey.

Employee Feedback (Employee Relations & Eng.): Opinions of the Employees collected via various methods about their experience, satisfaction, engagement level.

Employee well-being (Employee Relations & Eng.): The state of employees' mental and physical health, resulting from dynamics and factors within – and sometimes outside – the workplace. (source: workable.com)

Employer Brand (Talent Acquisition) The perception about a company, its values, reputation, work environment , leadership and career opportunities, as key attributes for a potential employee.

Enabling Business: HR providing solutions for the business to enable it to achieve its goals and partner with business functions to develop the best fitting solutions in a changing environment.

Grievance Process (Employee Relations & Eng.): A formal way for an employee to raise a problem or complaint to his or her employer

HR Availability (Enabling Business): HR being accessible and ready to response to requests or needs.

HR digitalization (HR System): Transforming traditional HR processes using the latest technology (source: www.sage.com)

HR self-service (HR System): A segment or platform of HR information system that allows employees and managers to handle and manage various employee related transactions and tasks.

HR System: Information system that stores employee data and related information and allows users to handle and manage the data, retrieve information, produce reports, execute and manage transactions.

Glossary

HR system functionalities (HR System): The transactions, procedures and tasks a particular HR system is able to handle.

Internal Mobility (Career & Succession Planning): The characteristics and dynamics of the movement of employees within an organization (e.g. opportunities to move to new position).

Job Role (Comp. & Ben.): The purpose and contribution of a particular job to the performance of the whole organization.

Job Grading (Comp. & Ben.): Classifying jobs into categories in a consistent way based on pre-defined dimensions such as knowledge, complexity, accountability, etc.

Leadership Development (Talent Development): Interventions and programs aiming to improve skills and competencies of leaders in order to perform better and to be ready for new positions.

Onboarding (Talent Acquisition): Introducing organization to a new hire and provide the necessary knowledge and connections to start to work at a new workplace and perform soon after joining.

On spot recognition (Performance Management): Immediate recognition – and possibly reward – granted by the direct leader/supervisor for accomplishments that helps the organization to achieve its higher-level objectives.

Pay for Performance (Performance Management): The practice to link salaries, bonuses or other rewards to incentivize and reinforce performance.

Performance Appraisal (Performance Management): A periodic process to evaluate the performance of an employee, usually along pre-defined and set objectives.

Performance Management: The systematic process to align efforts and outputs of employees with high level organization objectives and expected outputs, usually by setting individual objectives for the employees, monitoring the performance and intervene if required in order to meet the objectives.

Personal Development (Talent Development): Interventions to improve the skills, knowledge and/or behavior (in short: competencies) of an employee in order to be able to perform better, usually based on pre-identified competency gaps or career plans.

Glossary

Policies & Procedures (Employee Relations & Eng.): The rules and regulations of an organization how to handle or manage people related matters. Usually policies are more high level, less detailed and outline the approach of the organization to the given matter while procedures are more detailed and describe the steps to handle the given matter.

Process transparency (Performance Management): Clarity of a process and how easy to understand it. The extent its parts and the process as a whole are disclosed to the users (access). Clarity of how the outputs of the process are generated.

Salary Structure (Comp. & Ben.) A hierarchical set of salary ranges linked to job grades.

Succession Planning (Career & Succession Planning): The process of identifying and potential successors for critical roles and develop them to be ready to take over those roles when necessary.

Talent Acquisition: The process of identifying, approaching assessing and selecting talents with specific skillsets that the organization needs.

Talent Identification (Career & Succession Planning): The systematic way of searching for and identifying employees within the organization, who have high potential to grow at faster pace than usual and expected to perform well in challenging roles.

Workforce Planning (Career & Succession Planning): Analyzing and forecasting the future skill and manpower requirements of the organization and plan actions to fulfil those requirements.

Assessment & Selection (Talent Acquisition): Assessment is a practice to get a better understanding of how the candidate would perform in the position applied for. Selection is the process of identifying an individual from a pool of job applicants with the requisite qualifications and competencies to fill jobs in the organization